



HARTLEBURY CASTLE PROJECT

FUNDRAISING STRATEGY INCLUDING A BRIEF FOR A FUND-RAISING CONSULTANT

1. Aim of Strategy and Brief

This Fundraising Strategy sets out how the Hartlebury Castle Preservation Trust in partnership with Worcestershire County Council proposes to tackle the fundraising requirement of c. £350,000 as match funding with which to secure the HLF grant of £4.2 million for the completion of the Initial Phase of the overall development plan. It provides the funding targets, the “unique selling propositions” for the project on which approaches will be made to a number of different funding sources, the key sources of funding, an outline action plan and a brief for appointing a Fundraiser.

2. Background and Project Description

[A final version of the background and project description will be added when the document is finalized.]

3. Funding Targets

3.1 Capital Funding

Assuming the total capital cost of Initial Phase of development is £4.2 million the Trust is required to raise a minimum of 10% as match funding by HLF. However, in the competitive environment of the Heritage Lottery Fund and to secure some advantage against other projects the Trust is minded to raise a significant excess above their HLF commitment. The period of time for raising the match funding is another important factor given the timing HLF regional and national committees and any time constraints applied by the Church Commissioners.

3.2 Revenue Funding

The demands for fundraising to support the revenue budget are not clear at this stage but once a robust business plan is prepared this part of the fundraising can be built into the longer-term requirements.

4. “Unique Selling Propositions” for the Project

There are a number of “hooks” upon which to hang the fundraising campaign. These include:

- The history and significance of Hartlebury Castle and the surrounding estate;
- The conservation and interpretation of the Hurd Library;
- The enhanced display of Worcestershire County Museum’s collections in Hartlebury Castle;



- The development of an Enterprise Centre in part of Hartlebury Castle;
- The conservation and interpretation of the grounds and gardens;
- Hartlebury Castle as a major regional learning centre;
- Voluntary local community involvement and capacity-building in the development and operation of the Hartlebury Castle project;

5. Assessment of Trust's Ability to Reach Funding Target

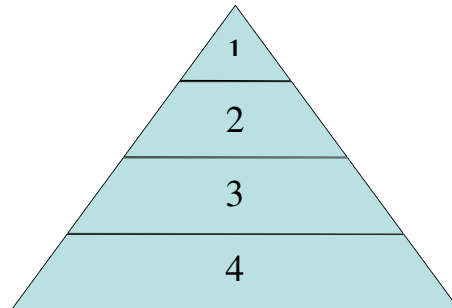
The funding targets are challenging given the intense competitive nature of fundraising in the current financial environment in the UK. The fundraising associated with this project is the first major fundraising undertaken by the Trust though it has raised some £50,000 towards developing the project during 2011.

A judgement has been taken that there should be a contract with a medium-sized fundraising practice rather than employ or contract an individual as a fundraiser. The Trust recognises that, given the diverse nature of the Project, a team approach may be beneficial. Therefore delivery by a team or joint venture consisting of small specialist practices may be acceptable. However if a team or joint venture approach were proposed the Trust requires that this be delivered through a single source of contact or lead delivery organisation. The objective is to pre-qualify the fundraising practice prior to the HLF Stage 1 award. This will ensure that much of the initial research and application development is completed soon after the contract is let. Given the tight timeframe for completing the fundraising, the Fundraiser will assist the Trust in taking a measured view of the balance to be struck between the demands of the current property owners (The Church Commissioners), the committee meeting schedule of the Heritage Lottery Fund and the level of match-funding to be secured. A key factor to be borne in mind through the fundraising campaign is that the match-funding must be achieved (confirmed offers and not necessarily receipt of funding) before the second-round application is submitted or considered by HLF.

CAPITAL FUNDING

6. Structure of Capital Fundraising Campaign

It is proposed to adopt the standard grant/donation configuration for a fundraising campaign. However the Trust will not discount an alternative approach to the campaign.



Area 1

Represents one major grant/donation of £75,000

Area 2

Represents 5 grants/donations of £90,000 (1x £40K; 2 x £25K)

Area 3

Represents 17 grants representing £100,000 (4 x £15K; 4 x £10K)

Area 4

Represents 80 grants representing £110,000 (10 x £5K, 10 x £3K, 30 x £1K)

The aim would be to secure the major grant/donation (Area 1) before launching the main campaign and use that success to attract other grants and donations. While some sources of funding may support the overall project, it is also proposed to divide the campaign into discreet elements (e.g. education and learning; landscape conservation and interpretation; the Hurd Library; enhanced museum displays; refurbishment and adaptation of Hartlebury Castle) that can be targeted at specific funding sources supporting that element.

7. Potential Sources

There are a number of potential sources of match funding for the capital costs. A list of potential sources is provided in Appendix 1.

7.1 Public Sector Funding

There are a number of potential public sources of funding for the project in addition to a grant from the Heritage Lottery Fund. These could include Worcestershire County Council, Wychavon District Council (who are supporting the project through the funding of the construction of a new car park), Entrust (Landfill Tax Company) and possibly Worcestershire Local Enterprise Partnership. The Trust will approach the Councils and Partnership in September 2011 because of the budget cycle timetable.

7.2 Livery Companies



There may be opportunities to approach several of the City of London livery companies and further research is needed to identify those livery companies which might have an interest in elements of the project.

7.3 Trusts and Foundations

These will be an important source of funding and approaches could be made to the national trusts and foundations such as Garfield Weston Foundation, Charles Hayward Foundation, The Wolfson Foundation, Headley Trust, J Paul Getty Jnr¹. Charitable Trust and the Manifold Trust as well as a number of smaller trusts and foundations in the West Midlands such as R D Turner, Baron Davenport's Charity¹ and the Cadbury Family Charitable Trusts¹ that support projects of a local and regional significance.

7.4 Businesses

It is proposed to approach some of the larger companies in and around Worcester, Kidderminster and Hartlebury. This will be done in conjunction with members of the Trust and local business organizations.

7.5 Individuals

The Trust will use its network of contacts and potential supporters to identify individuals who might be willing to support the project through philanthropy. The Trust is also proposing to hold various fundraising events that will enable people in the local community to show their support for the project.

7.6 Friends of Hartlebury Castle and Hurd Library (FHCHL)

The Friends have actively fundraised for the Trust since its formation in December 2008. They continue to support the Trust's fundraising events very actively. In addition the FHCHL run guided tours of the Castle and Hurd Library which raise money for the Trust and for the upkeep of the Hurd Library. The income for the Trust from these tours is expected to be in excess of £3,000 in the current year.

7.7 Legacy Scheme

The Trust will set up a legacy scheme to bring long-term benefits to the project and its individual elements.

7.8 Endowment Fund

The Trust plans to look out for opportunities to secure an endowment fund which could then be invested so the dividends and interest can be used to support either the capital developments or the on-going revenue costs.

7.9 Public Appeal

This could become an important part of the capital funding campaign when perhaps £50,000 of the match funding remains to be found. The local media will be approached to provide support and promotion. An appeal could be presented to the public on the basis of providing a financial contribution

¹ They have already made a contribution.



towards a tile or brick, social bond or some other element of the project or just to bridge the final gap of the campaign. The timing of such appeals is crucial and it may prove more appropriate for the next phases of the overall project.

7.10 Special Events

These can be very useful in raising the profile of the campaign with a particular group of potential supporters with an event hosted by a high profile and well-respected patron of the Trust or campaign. This might involve a special dinner with entertainment but the costs of organizing such an event must be kept under careful review. Such events enable the Trust to maintain a high public and media profile during the campaign that can then be sustained to completion of the Initial Phase.

ADMINISTRATION

8. Resources

8.1 Appointment of Fundraising Consultants

The Trust is proposing to appoint a medium-order fundraising company with the resources and expertise to mount a campaign and conclude it successfully within a tight timeframe. A brief for such a fundraiser is provided in Appendix 3. The person will be recruited by advertisement through a number of channels including the Institute of Fundraising Managers and the Arts Development Forum and in the regional press.

Given the time constraint for the campaign the Trust may utilise a 'Movement-Fee' clause to ensure that key fundraiser resources remain involved for the duration of the campaign.

8.2 Timing of Appointment

With the very tight timeframe for securing the match funding, the Trust is proposing to start recruitment in advance of the decision by HLF but the appointment will not be made until after the decision.

8.3 Role of Trustees

It is felt the best way forward is for the main contact from the Fundraising Company to work closely with a small group comprising the Project Manager, the Trust's Chairman and a small group of Trustees rather than setting up a separate Development Trust with all the administration involved. Additional members could join the group as necessary or as useful. The Trust should have a high-profile, well-respected person as Patron and who could assist the fundraising.

8.4 Gift-Aid Management

The Trust is registered with the HMRC for the purposes of Gift Aid. It will appoint the Fundraiser to collect Gift Aid on its behalf in accordance with HMRC procedures. Charitable donations by individual and businesses can attract gift-aid which can be claimed from HMRC (for companies the



situation is different). The current rate of gift-aid is 25% and to claim it is important to collate appropriate inform required by HMRC. It is also important to review the level of any benefits provided against a charitable donation because HMRC has set down strict limits.

8.5 Sponsorship

Businesses are often interested in sponsoring an event or an element of the project where it is useful for the business to be associated with the particular element which could be a publication, a form of interpretation (or part of), a conservation element or an education element. These arrangements are usually achieved through relationship-building initiatives.

9. Action Plan

The Action Plan for the period November 11 to August 12:

Date	Action
Sept 11	Advertise for Fundraising Consultant
Nov 11	Appoint Fundraising Consultant (subject to HLF First Round pass)
Nov 11	Trust agrees approach with Consultant
Dec 11 – July 12	Make applications to key sources of funding
April 12	Review current approach and make any necessary adjustments
August 12	Complete capital funding campaign. Confirm partnership funding with HLF.



APPENDIX 1

Sources for Capital Match Funding Targets

The principal funding sources for the Hartlebury Castle Project are expected to be:

Source	Submission Date	Decision Expected
Public Sector		
Entrust (BIFFAwards)	Dec 11	May 12
Other public sector	Sept 11	April 12
Trusts and Foundations		
Garfield Weston Foundation,	Jan 11	May 12
The Wolfson Foundation	Jan 11	May 12
J Paul Getty Charitable Trust	Jan 11	May 12
Foyle Foundation	Feb 11	June 12
Headley Trust	Feb 12	June 12
Manifold Trust.	Feb 12	June 12
Livery Companies		
Grocers Company	March 12	July 12
The Drapers' Charitable Fund	March 12	July 12
The Dyers' Company	March 12	July 12
West Midlands Trusts		
R D Turner	April 12	July 12
Baron Davenport's Charity	April 12	July 12
Sponsorship		
Various businesses	Mar - July 12	Mar - July 12

Hartlebury Castle Project

BRIEF FOR A FUNDRAISING CONSULTANT

1. Introduction

The Hartlebury Castle Preservation Trust (HCPT) in partnership with Worcestershire County Council proposes to appoint consultants with good experience of fundraising from a wide variety of funding sources for historic houses, landscape environments and museums to lead a fundraising campaign to secure at least **£350,000** of match funding against a Heritage Lottery Fund grant of **£4.2 million**. The match funding must be secured as confirmed offers of support by July 2012.

2. Background and Project Description

3. [A final version of the background and project description will be added when the document is finalized.]

4. Purpose of Consultancy

The Trust needs to secure at least **£350,000** between November 2011 and **July 2012** from a variety of different sources as match funding for a Heritage Lottery Fund grant of £4.2 million.

5. Consultancy Profile and Experience

The successful consultant is likely to be a medium-sized consultancy business given the level of funding to be secured and the very tight timeframe. Individual consultants and those working as teams will also be considered. The Trust is looking for consultants with the following competences:

- Experience and good track-record of fundraising in the heritage and arts fields;
- Experience of securing funding from a range of sources including trusts and foundations, businesses and landfill communities funds;
- Experience of event management;
- Experience of working with the Heritage Lottery Fund (and related funding agencies);
- Experience of sponsorship and benefit schemes for supporters.

6. Working Methodology and Reporting

5.1 It is expected the consultant will first prepare a detailed plan setting out the likely sources given the various elements to the Initial Phase. This will provide:

- The likely amount to be requested;
- The timing of the application;
- The likely date of the decision;
- Some assessment of the priority so a timetable is defined.



- 6.2 It is proposed that the consultant reports to the Chairman of the Trust or a designated Trustee who will assist with reviewing applications, review the campaign strategy with the consultant and network with others Trustees or members of the development team as necessary or useful. Supporting information such as a business plan and plans of the project will be available.
- 6.3 The consultant will keep the Trust informed on a regular basis with progress on the campaign. A more detailed review of the campaign will be provided in March 2012.

7. Fee

The fee (to include travel and subsistence expenses) will be subject to competitive tendering.

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